

Institution: University of Washington

Degree: Executive Master of Public Administration

Delivery Mechanism: Mixed delivery: Intensive on-campus sessions, including a one week intensive session and five extended weekend classes, and web- and internet-based instruction and interaction

CIP Code: 44.0401

Location: Seattle

Implementation Date: Fall 2003

1. OVERVIEW

Public service leaders today face a most critical challenge: how to manage complex organizations and relationships in an era of scarce resources. They must form new partnerships built on mutual accountability, but without the clear lines of authority that characterized an earlier generation of leadership. They must find ways to deliver high performance and yet maintain their own integrity – and that of their organization’s mission – at a time when the public’s trust remains elusive.

The Executive MPA is an intellectually challenging, academically rigorous, and thoroughly practical course of study that enables leaders to meet these challenges. Offered by the Daniel J. Evans School at the University of Washington, the program was designed in collaboration with public and nonprofit leaders from around the region to meet the needs of today’s executive. Students entering the program form a “cohort” that works together through the core curriculum. Faculty and peers will coach students as they work on significant, practical projects that relate directly to their current professional challenges. A team of Evans School faculty members and distinguished public service professionals will teach the residential seminars and lead the distance learning discussions, integrating learning with experience. The Executive MPA is directed at experienced leaders—such as directors, assistant directors, high-level technical staff, senior managers—who have at least 10 years experience the field. Its intensive and mixed delivery format is meant to accommodate the schedules and responsibilities of busy professionals, including those who live a considerable distance from campus. The format of the program shall include a one-week intensive on-campus session and five extended weekend sessions. A significant portion of the instruction will be conducted via distance learning technology.

SAMPLE 21-MONTH COURSE PLAN

First Year					
Foundation Week I	Core Module 1	Core Module 2	Core Module 3	Core Module 4	Capstone Session
Strategic Leadership	Partnerships and Accountability	Negotiation and Conflict Management	Effective Communication	Managing for Results	Leading With Integrity
Second Year					
Foundation Week II	Core Module 5	Core Module 6	Core Module 7	Core Module 8	Capstone Session
The Performance Challenge	Strategic Financial Management	Budget As Policy	Alternative Service Delivery	<i>Special Topics as Requested by Participants</i>	Creating Public Value

2. Need Statement

This Executive Master of Public Affairs will fulfill a distinct niche for mid-career professionals in the non-profit and government sectors because it can be taken while still working. The need for excellent and informed management of both these sectors will only increase. Outside of biotechnology and computing, this is one of the employment sectors that has been predicted to grow the most in the coming years. What further makes this program relatively unique is that it is aimed at professionals with 10 or more years of experience. Rather than a traditional M.P.A., which is typically pursued a few years after an undergraduate degree, this program will be designed to incorporate the skillsets that students bring to the classroom. While remaining fundamentally a Master of Public Administration, it will provide a distinctive and relevant education for its audience.

The development of the Executive MPA program is based on two market research efforts. The first was a series of focus groups conducted across the state in 2000. The information gathered from the focus groups formed the basis for the initial design of the program. In the second, UW Educational Outreach assisted the Evans School with conducting a web-based survey for more in-depth market analysis. Almost 300 public service professionals participated in the survey that was e-mailed to 3,000 members of several state-wide public service professional associations. 63% of the respondents indicated that they were somewhat to very interested in the program. The emphasis on practical applications, the short time frame and the condensed class format were cited as the most desirable program features. The web survey data was used to set the tuition for the 2003 entering class at \$25,000. The strongest competition for the Executive MPA comes from the same target audience considering a masters degree in Business Administration.

3. Enrollment Projections

Year One:	FTE: 20	Headcount: same
At full enrollment:	FTE: 30	Headcount: same

4. Source of Funding

This program will be entirely self-sustaining.